



**TECHNOLOGY DRIVEN. WARFIGHTER FOCUSED.**

# "People" Metrics Brief

7 April 2011

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The purpose of this meeting is to receive clarifications for vague metrics and gain concurrence on the set of "people" metrics from the ADs.

## Agenda:

- Review Activities and Direction
- Review Status
- Provide New Metrics
- Concur / Refine metrics
- Action Items Review

- Status Review:
  - ADs met with Director 7 March to Discuss Metrics
    - Agreed to redefine metrics 1 "P" at a time.
    - Start with People
  - Krogsrud met with Director Immediately afterwards
    - Agreed to Identify People Metrics and Report out to ADs which metrics are "mandated": metrics that we report externally to RDECOM, TACOM, AMC, ASA(ALT), Lab of Year, etc.
    - Minimize AD interactions (mtgs); work via email as much as possible with meetings only to concur/non-concur
    - Work and perfect collection process for "P" at a time
      - ADs to focus on that "P" for 1-2 quarters so we can refine definitions and collection processes.
      - Only brief out and report on "People" for this segment
    - Staff will collect any other metrics (non-People) but they will not be briefed out at reviews.

- ADs submitted “people” metrics / concepts in response to tasker distributed 10 March 2011.
- 37 metrics submitted / developed
  - 27 required / reported externally
  - 10 are new suggestions from ADs
- Most metrics fit into the 4 categories listed in the Human Capital Strategy
- G1 will collect them.
  - Some require AD and Associate input for some for a while as we work out process and gather initial database .
- 11 metrics need further refinement
- One; “Other” Grouping needs discussion

- The Excel Spreadsheet provided with the read-ahead email discusses all Metrics
  - Significant Efforts to Use existing systems to collect metrics
    - Reduces collection burden; increase focus on improvement efforts.
    - Requires “push” to associates to make sure data is updated
    - We are working to provide clear instruction on how metric is captured
    - We will help provide instruction on how to update data for metrics that have questions
      - Example: Degree level and Type -- proper associate follow through ensures that this information in OPM databases is correct and then we can then easily retrieve from CAPPMIS or CPAC databases.
- Our in-group discussion will focus on new AD suggestions and identified collection or definition gaps.



# Discussion Areas: Employee Leadership and Development



Metric	Goal	Frequency of Collection	Background Information	Who Mandated	Definitions	How to Collect
# of additional technical training classes/seminars attended per year to maintain the core competencies.	Goal?	Quarterly	Need more definition.	New AD suggestion	Additional Technical Training clases / Seminars:  Maintain a core competency: (what about build)	Need baselines? Associates have to provide via what mechanism?
# and % of associates that completed a special project enhancing their career development	Goal?	Quarterly	Is this a viable metric?	New AD suggestion	Special project - Enhancing career development -	?

Questions:

1. Need Goals for these
2. Better definitions for "red" text

Metric	Goal	Frequency of Collection	Background Information	Who Mandated	Definitions	How to Collect
# and % of vacancies against the latest approved org chart.	0	Quarterly	Indication of how well we are meeting our staffing objectives.	New AD suggestion	Should this be against org chart or against competency matrix for each area?	HRDB would eventually be able to tell us this; real question is org charts or competencies
Number of years of DoD experience of workforce.	Balanced Staff	Quarterly	Some number that indicates a good mix of young staff with fresh ideas and senior staff with applicable DoD experience. Gauges how mature the organization is relative to specific domain knowledge.	TARDEC	applicable DoD experience—	This may be difficult to get baseline and collect; no existing data goes directly at this – Suggestions?

Questions:

1. Need Goals for these
2. Better definitions for “red” text



# Discussion Areas: Employee Engagement/Performance Management



Metric	Goal	Frequency of Collection	Background Information	Who Mandated	Definitions	How to Collect
# and % of associates acknowledged by customer this quarter	100%	Quarterly	Is this a viable metric?	New AD suggestion	Acknowledged by customer -	Does Associate have to self-report? DCPDS?
# and % of GS-14 (or equiv.) mentoring a new employee.	100%	Quarterly	Good metric might be related to mentoring. people can add themselves to list in TED and employees can select from list to have a mentor; quick and formal way to count mentors. Goal would be to have every GS-14 (or equiv.) and above mentor at least one person through that TED system.	New AD suggestion	Mentoring -	G1 recommended to put this in a "hold" pattern until mentoring processes and definitions are better defined.
# and % of associates that added to the morale of the office through positive, friendly and helpful attitude to other associates		Quarterly	Is this viable?	New AD suggestion	Added to the morale of office -	How to collect? Investigate ICE surveys – have some data; is this mostly 360 feedback?
# and % of associates who added to the professional competency of the team thru individual initiative		Quarterly	Is this viable?	TARDEC	Professional competency - Individual initiative -	How to collect? ICE Surveys?

## Questions:

1. Need Goals for these
2. Better definitions for "red" text



# Discussion Areas: "Other"



Metric	Goal	Frequency of Collection	Background Information	Who Mandated	Definitions	How to Collect
# and % of workforce that is customer funded. (Should this be purse?)	TBD	Quarterly	Indication of customer satisfaction. TBD goal percentage concerning right mix of core to customer funded employees given mission / core competencies. indication of where current business trends are. Does ratio of core/customer funded individuals match ratio of total core/customer dollars available. Are we too lopsided? ADs maintain this information. Need help from G-staff in determining what the right mix/% should be for TARDEC and its individual business groups.	New AD suggestion	Customer funded -	ADs would have to help define data collection process
Track % of associates with updated portal profile including KSAs (i.e. RAM, welding, brake systems etc.) (Should this be process?)	TBD	Quarterly	This metric would help us track more information (yellow pages type of data)- is this the right way to collect? It would be searchable that way.		Updated portal profile - Intent - KSA -	Maybe this is part of prev suggestion
Average scores from customer satisfaction surveys.	80-100%	Quarterly	Simple Survey - quick to fill out with room for comments (open ended). Need to know if our customers' requirements are being satisfied. Current method is word of mouth – survey gives us metric data. There could be some analysis until the surveys become institutionalized.			Use of ICE surveys?

## Questions:

1. Need Goals for these
2. Better definitions for "red" text

- Recompile list from today's discussions
  - Will be sent out to you for concurrence
- Present to the EXCOM / Director
- Start collecting,
  - We'll collect standards collected by G1 for March,
  - Start rolling in additional metrics in April
  - Focus on working out kinks and get "on cycle" for June metrics collection
- Assess how to Manage the data
  - How is it going to be presented and discussed?
  - Current thoughts is trending; but must get to AD level with top opportunity areas / positive trends presented by ADs. Still working this part.
- Collect feedback
- Decide what "P" to work on next.

# Back Up



## Area 1: Employee And Leadership Development Metrics



1. # of SMEs in professional organizations and societies on S&E staff
2. # of S&Es New Hires Bachelors, Masters Degrees, PhDs/MDs
3. # of S&Es with technical Masters
4. # of S&Es with technical PhD's
5. # of S&Es in advanced degree programs
6. # of Technical academic hours taken by S&E staff
7. # of graduate students
8. % change of graduate students from FY Year and Prior Year
9. # of post doctorates
10. % change of post doctorates from FY Year and Prior Year
11. # and % of TARDEC associates engaged in documented developmental/rotational assignments (to acquire new experience) –
12. # and % of AT&L workforce certified for their current position (Break out by grade level and those within the 24 month timeframe and those over the 24 month timeframe.
13. # and % of Team Leaders and supervisors that have completed an approved TARDEC LOE Training course during FY year. (Periodic)
14. # and % of workforce appropriately SPRDE certified.
15. # and % of workforce who have signed up for classes to meet SPRDE certification within their time frame.
16. # and % of workforce with multiple AL&T Workforce certifications.
17. # of people completing the proper number of CEUs for the year.
18. # and % of Team Leaders and supervisors that have completed an approved Army CES Training course during FY year.
19. # of additional technical training classes/seminars attended per year to maintain the core competencies.
20. # and % of associates that completed a special project enhancing their career development
21. # and % of individuals with completed SRPE reviews.
22. # and % of the AT&L workforce that have updated IDPs in place validated and discussed with their supervisors during mid-year and end of the year reviews.



## Area 2: Workforce Planning



1. # and % of workforce eligible for retirement
2. # and % of vacancies against the latest approved org chart.
3. Number of years of DoD experience of workforce.



## Area 3: Talent Acquisition



1. # of new hires (broken down by E&S and non-E&S) per recruiting source (broken down by demographics: age, sex, ethnicity, disability, experience level (grade) miles from organization and education levels, etc.) – External New Hire to Government
2. # of competitive selection (broken down by E&S and non-E&S) (total and broken down by demographics: age, sex, ethnicity, disability, experience level (grade) miles from organization and education levels, etc.) – Internal (Army/Federal)
3. # of LOSSES (broken down by E&S and non-E&S) (total and broken down by broken down by demographics: age, sex, ethnicity, disability, experience level (grade) miles from organization and education levels, etc.) (i.e. retirement, deceased, to other Army/Federal organizations)
4. # of laterals



## Area 4: Employee Engagement/Performance Management



1. # and % of associates nominated for an award (include grade level for associates) – include all awards: honorary, civilian service, meritorious, monetary, on-the-spot, coins, etc. – Break out honorary awards from other awards
2. # and % of associates acknowledged by customer this quarter
3. # and % of GS-14 (or equiv.) mentoring a new employee.
4. # and % of associates that added to the moral of the office through their positive, friendly and helpful attitude to other associates
5. # and % of associates who added to the professional competency of the team thru individual initiative



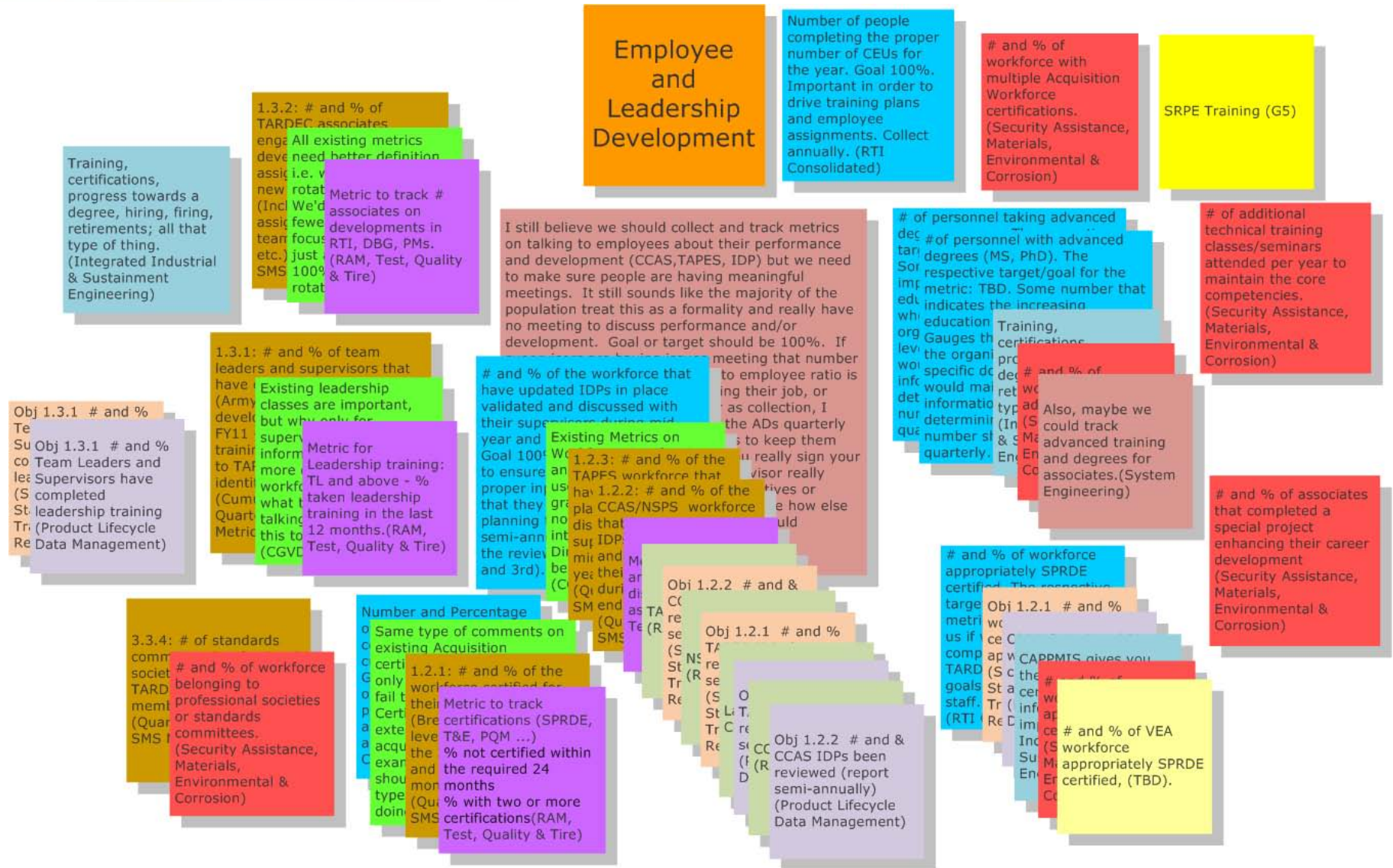
## OTHER New Metrics Proposed – To Be Discussed in Meeting



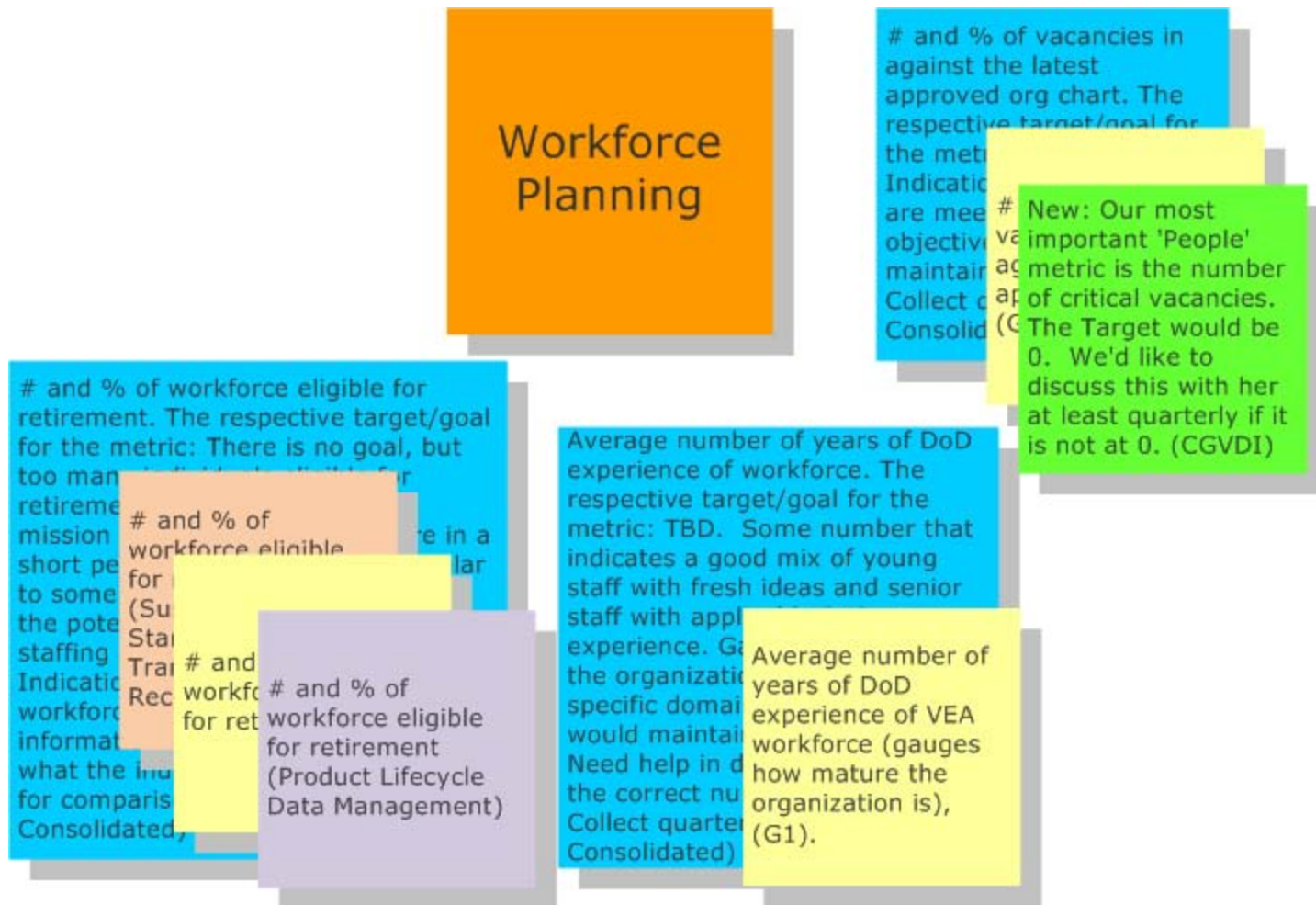
1. # and % of workforce that is customer funded. (Should this be purse?)
2. Track % of associates with updated portal profile including KSAs (i.e. RAM, welding, brake systems etc.) (Should this be process?)
3. Average scores from customer satisfaction surveys.

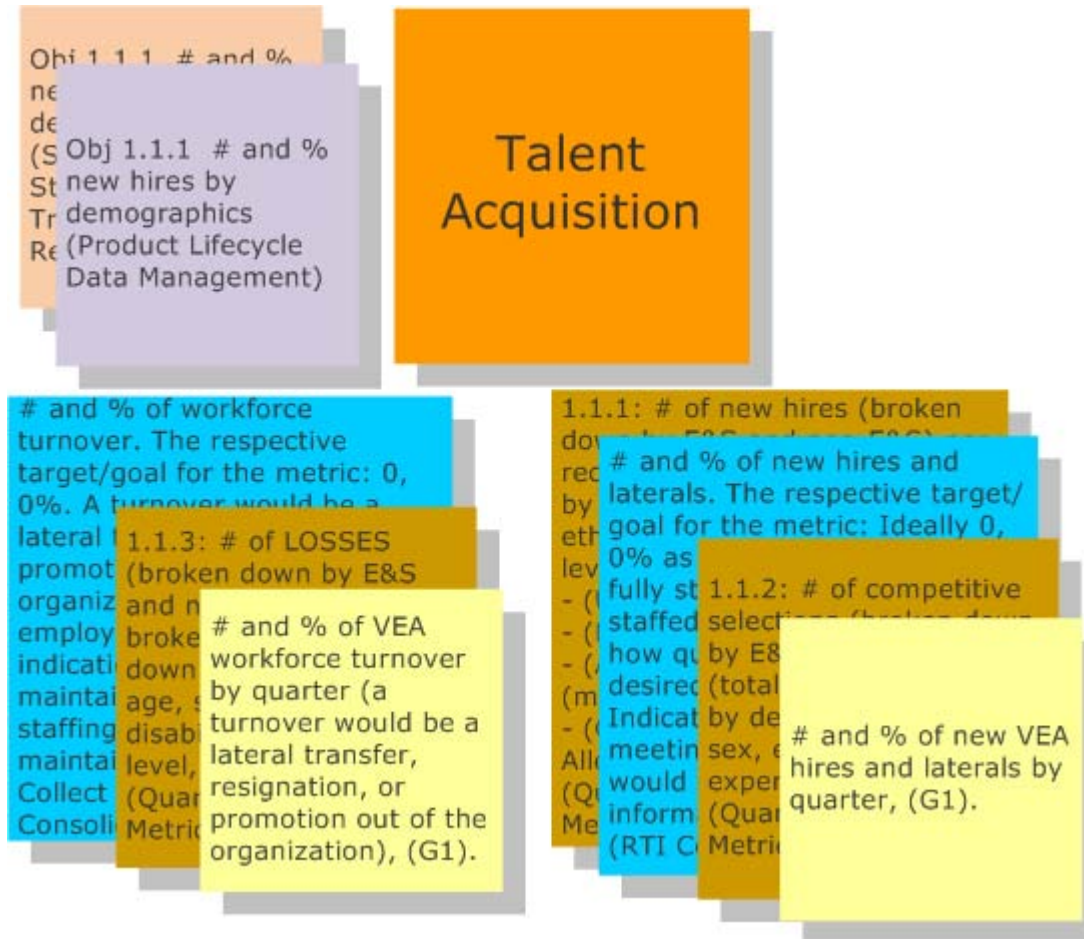


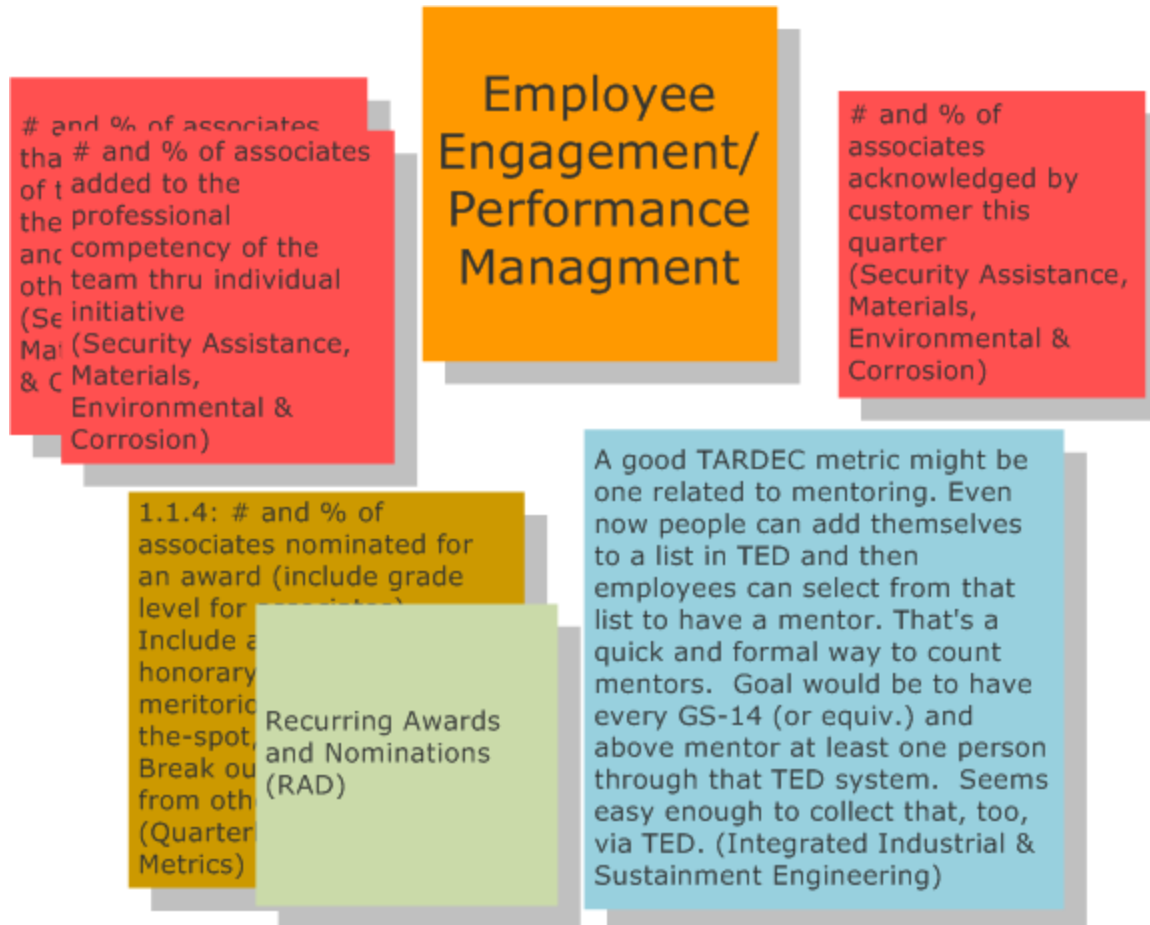
# Employee & Leadership Development Grouping



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Future Metric: Track % of associates with updated portal profile including KSAs (i.e. RAM, welding, brake systems etc.) (RAM, Test, Quality & Tire)

The software group only has one proposed metric that could be applied across the organization, "Customer Satisfaction Surveys". The respective target/goal for the metric: Excellent customer service. Scores 80-100%. The survey would have to be simple and quick to fill out with room for comments which may be more helpful than the scores that are given. We need to know if our customers' requirements are being satisfied. The current method is word of mouth but the survey would give us metric data. There could be some analysis until the surveys become institutionalized. Collect quarterly. (Software Engineering Center)

# and % of workforce that is customer funded. The respective target/goal for the metric: TBD. Indication of customer satisfaction. There is some TBD goal percentage concerning the right mix of core to customer funded employees given mission and core competencies. Is an indication of where current business trends are. Does ratio of core/customer funded indi ratio of total core/cus available. Are we too maintain this informa from G-staff in deter right mix/% should b its individual business quarterly. (RTI Conso

# and % of VEA workforce that is customer funded, (VEA).